Office of the Ombudsman
British Columbia

BUDGET SUBMISSION
Fiscal 2005 – 2007

Presented
To
The Select Standing Committee on Finance and Government Services
Legislative Assembly of British Columbia

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OMBUDSMAN'S STATEMENT

In December 2001, the Select Standing Committee on Finance and Government Services recommended a three year budget reduction target of 5% (2002/03), 10% (03/04) and 20% (04/05) for a total of 35%. In December 2002 the Committee re-affirmed our target and proposed a no increase – no decrease budget for 2005/06. This Budget Submission addresses our budget needs for 2004/05 to 2006/07.

The Committee's direction to our Office for 04/05 is clear and we have made our decisions and implemented our plans on that basis. In an attempt to reach the target figure of approximately $3.1 million (a reduction of approximately $1.67 million), we have reduced our total number of FTEs from 50 to 31, our number of investigators from 28 to 14.6 and our office space costs from $482,000 to $226,000. We have entered into a shared space/shared services agreements with the Office of the Information and Privacy Commissioner and the Office of the Police Complaints Commissioner. Our Office is providing IT support and corporate services support to both the Office of the Information and Privacy Commissioner and the Office of the Police Complaints Commissioner. We share office space with the Office of the Information and Privacy Commissioner and the Office of the Police Complaints Commissioner in Victoria and with the Office of the Police Complaints Commissioner in Vancouver. As of April 1 we will be closing our Vancouver Office as a public access office and will be providing telecommuting opportunities for some of our Vancouver staff. We will be establishing a mobile Intake Office for the Lower Mainland.

I advised the Committee in my previous presentations that the volume of complaints coming into our Office is not decreasing commensurate with the decrease in resources. Our intake has remained relatively stable [10,905 in 2000, 11,048 in 2001, 10,281 in 2002, 10,100 (projected) in 2003] while our resources have declined. As a consequence and in order to ensure timely and effective investigations, we have had to institute internal control measures to limit the number of investigations we will conduct. In January 2003, we started to decline to investigate complaints about Local Government Authorities and Professional Associations. This group of authorities represented (historically) about 10% of the volume of complaints coming into the Office. This restriction will continue for 2004. In addition, in response to the further reduction in the number of investigators, we will be introducing a "holding queue" for complaints in respect of School and School Boards, Hospitals and Health Authorities, and Colleges and Universities (which represent in total about 8% of the Intake) This "holding queue" will allow us to continue to accept complaints about these authorities but the investigation of the complaint may be delayed. These investigations will only be initiated when we have the capacity to handle the investigation as determined by existing caseloads.

As indicated last year, the Vancouver Office will be closed as of April 1, 2004. Our Vancouver Office, at one time, housed approximately 25 staff and provided the residents of the Lower Mainland with an opportunity to file a complaint in

person. This opportunity will now be decreased. We are working on plans to have a mobile Intake Office established in the Lower Mainland area in order to try to continue to provide in-person intake.

We have developed a number of performance measures to assist us in monitoring our efficiency and effectiveness. I am pleased to include some of these measures as part of our budget submission. For example, on page 15, a number of performance measures relating to investigations, can be found. We are meeting most of our targets for completing investigations. Further in 2003, we conducted a number of surveys, as part of our strategies to meet our vision and goals (as laid out in our Strategic Plan). In conjunction with BC STATS we conducted a Public Awareness survey, a Complainant and Authority Satisfaction survey and an Employee Satisfaction survey. Some of the results of these surveys are found on page 19 (Public Awareness), page 11 (Complaint and Authority satisfaction) and page 17 (Employee Satisfaction).

The Resource Summary containing the proposed budget for our Office commences on page 23. The key features (outlined on page 25), include closure of the Vancouver Office as a public access office, use of telecommuting, continuing to decline to investigate Local Government and Professional Association complaints, establishment of a "holding queue" for Schools, Health Authority, College & University complaints, reduction of investigative teams from 5 to 2, and the reduction in the number of investigators to 14.6. The detailed Budget information is found on pages 29 and 30.

Looking ahead, the Committee has proposed a "stand pat" budget for 2005/06. We are also asked to address our needs for 2006/07. We are asking for an 8.5% increase in 06/07 in order to allow us to begin to accept complaints about Local Governments and the Professional Associations. The increase is intended to allow us to hire two more investigators on a telecommuting basis.

A. STRATEGIC CONTEXT

Overview

The role of the Office is to investigate complaints from members of the public about administrative actic s or decisions of authorities. The Ombudsman's Office is one of the key institutions in a democracy for insuring the provision of open and accountable decision making. The Ombudsman is an Officer of the Legislature. As such, the Office of the Ombudsman is independent of government. The Ombudsman is not an advocate for complainants or defender of authorities. Rather the Ombudsman conducts confidential and impartial investigations and will make recommendations in situations where the authority is being unfair in the conduct of its business. The Ombudsman cannot order an authority to change a decision or practice but can expose unfair actions through reports to the legislature and the public. In the vast majority of situations where some unfairness might be found to have occurred, the authority carries out actions to rectify the situation and the complaint file is closed without formal findings by the Office.

The ***Ombudsman Act*** establishes jurisdiction for the Ombudsman to investigate a wide range of public authorities (see Appendix A). However the ***Ombudsman Act*** also provides the Ombudsman with discretion to determine which complaints will be investigated.

The Office has made significant strides in reducing the backlog of active complaints under investigation so that the caseload of each Investigative Officer is appropriate to allow high quality investigations. The Ombudsman will exercise the discretionary authority under the Act to insure that Investigative Officers do not once again become overwhelmed by their caseload. This means that investigations of complaints, against certain authorities, have been curtailed as budget reductions have proceeded. As the final 20% reduction occurs next fiscal year, further curtailment of complaint investigations can be expected. The details of the impacts of these proposed budget reductions are contained in the Financial Resources Section of this document.

Looking further ahead, if funding permits in 2006/07, the Office will build on the telecommuting model that is being established for the Lower Mainland by hiring additional investigators. These will most likely be located in larger communities in the interior of the province.

Planning Context

To achieve our vision, it is important first to recognize the strengths, areas to improve, opportunities and challenges facing us today as an organization.

We identify our strengths as:

- the diversity, talents and commitment of our staff;
- the team structure of our Office organization;
- strong committed leadership;
- the *Ombudsman Act*;
- our computer support systems;
- safe, functional and pleasant office facilities;
- respect for the Office of the Ombudsman by authorities;
- our ability to deal with a large volume of complaints;
- a work environment that encourages positive office morale;
- the use of internal and external communication tools; and
- a commitment to maintain our strengths.

We identify the following areas for improvement:

- orientation of new staff;
- training and development opportunities for all staff;
- internal quality assurance measures;
- handling the impact of changes in staffing; and
- broadening authorities' and the public's understanding of the role of the Ombudsman

We identify our opportunities as:

- technological advances that make communication and investigations easier;
- national and international growth of Ombudsmanship that improves general knowledge of the role of the Ombudsman;
- development of internal complaint remedies by authorities that improve administrative fairness;
- collaboration with other Ombudsman offices for sharing ideas, procedures and systems;
- enhanced public profile that builds understanding of the Ombudsman's role;
- education of public and authorities that improves understanding of administrative fairness;
- continued internal learning that increases staff effectiveness and satisfaction; and
- use of a broader range of communication techniques.

We identify our challenges as:

- budget restrictions;
- changes in governmental priorities, policies and programs;
- limited awareness and understanding by the public and authorities of the Ombudsman's role;
- providing high quality service in a geographically and culturally diverse province;
- public cynicism towards public agencies and authorities;
- increasing complexity of complaints; and
- maintaining a work environment that encourages positive office morale.

Vision

Informed by an understanding and appreciation
of the
principles, responsibilities and powers
embedded in the
Ombudsman Act,
and driven by a commitment to
justice and fair treatment of people,
The Office of the Ombudsman
strives for:

Fairness and Accountability
in
Public Administration
In
British Columbia

Mission

The mandate and function of the Office of the Ombudsman are set out in the ***Ombudsman Act***. The Ombudsman can investigate complaints about the administrative decisions or actions of authorities. Appendix A contains the Schedule of Authorities within the Ombudsman's jurisdiction.

Why we exist

- to ensure that every member of the public is treated fairly by authorities.

Who we serve

- the public
- the Legislature of British Columbia

What we do

- respond to inquiries from the public
- conduct thorough, impartial and independent investigations of complaints
- consider possible resolution of complaints
- consult with, provide reasons and make recommendations to authorities to improve administrative practices
- promote fairness in public administration

Values

These values govern the way we do our work with the public, authorities and one another. The values are intended to be consistent with the principles of natural justice and administrative fairness, the Ombudsman Act, the Canadian Charter of Rights and Freedoms and relevant international covenants, treaties and agreements.

Respect

Treating everyone with courtesy, dignity and respect.

Leadership

Promoting fairness, equity, clarity, innovation and consistency.

Equality

Promoting equality, inclusion and access for all persons.

Continuous Learning

Encouraging and valuing continuous learning.

Cooperation

Using cooperation, empathy and goodwill in our work.

Teamwork

Valuing the diversity of experience and talent of people who have a unity of purpose and commitment to success.

Integrity

Being independent, impartial and honest.

Accountability

Performing our duties in a timely, responsive and responsible manner, and measuring and reporting on our work

B. GOALS AND CORE BUSINESS AREAS

Goals

These four goals are the long-term results we want to achieve in fulfilling the mandate of the Office. For each goal, a description is provided to enable a better understanding of what is meant by each of them.

- **Thorough and Impartial Investigations**
- **High Quality Service**
- **High Morale in our Workplace**
- **Education and Public Awareness**

Core Business Areas

The Office of the Ombudsman has one Core Business Area and that is the **investigation of complaints** about the administrative decisions or actions of authorities.

C. OBJECTIVES, STRATEGIES, PERFORMANCE MEASURES & TARGETS

The relationship between the Vision, Goals, and Objectives for the Office of the Ombudsman is shown in the table below. In some cases more than one objective supports a particular goal and in other cases a single objective supports more than one goal.

On the following pages the strategies identified to achieve each of the Objectives are listed along with the key Performance Measures. Although it is difficult to identify performance measures that indicate directly whether or not the Vision is being achieved, two such measures have been identified and are shown at the end of this section.

VISION: ***Fairness and Accountability in Public Administration In British Columbia***				
OBJECTIVES	**GOALS**			
	Thorough & Impartial Investigations	**High Quality Service**	**High Morale In Our Workplace**	**Education & Public Awareness**
Broaden and enhance our understanding of Ombudsmanship and develop and implement actions to achieve high quality service on a continuous basis	X	X		
Refine our approach to the investigation and resolution of complaints	X	X		
Manage workload in the most efficient and fair manner possible, having regard for our statutory mandate and available resources		X	X	
Promote high morale in the workplace through effective communication and adherence to our Guiding Principles		X	X	
Broaden the public profile and improve external understanding of the role of the Ombudsman and administrative fairness through well-planned initiatives directed towards both the public and authorities			X	X

A comprehensive set of Performance Measures has been developed covering all components of the Office. The measures and targets identified in the following tables are a subset and represent the key measures. However, data gathering will be carried out on all the measures and reporting of results will occur in the annual reports for the Office.

Objective 1

To broaden and enhance our understanding of Ombudsmanship and to develop and implement actions to achieve high quality service on a continuous basis.

Strategies

- Establish performance measures for investigative work and administrative and support components of the Office.
- Continue development and update of policies and procedures.
- Carry out and document review of work.
- Conduct and document regular performance reviews and prepare work plans.
- Enhance the quality and content of training.
- Encourage all individuals and teams to take responsibility in the training process through self-training, courses and development of materials.
- Continue training of all staff on issues of equality, diversity and accessibility.
- Establish and support consultation with colleagues in other Ombudsman offices.
- Develop a training package on administrative fairness and investigative skills.
- Publish a revised Code of Administrative Justice.

Performance Measures & Targets

Measure	Value (Target)	Actual Performance
Performance measures are established and reviewed on an annual basis.	Yes	Yes
Policy and Procedures for key processes are in place and up to date	Yes	Yes
Performance assessments are carried out on a routine basis.	Yes	Partly
Percentage of complainants giving our Office a rating of "satisfied" in relation to the process of investigation of their complaint. ***Note 1.***	> 85%	Survey by BC Stats See Results 1. below
Percentage of authorities giving our office a rating of "satisfied" in relation to the process of investigation of complaints against them. ***Note 1.***	>85%	Survey by BC Stats See Results 2. below.
Percentage of people using the services of the Office who are satisfied with access capability by phone, fax, web, etc.	>90%	Survey by BC Stats See Results 3. below.

Note 1. *These measurements are intended to focus on satisfaction with the investigation process and will be designed to attempt to isolate the influence of any disagreement with the investigation findings. Also the measurement will include factors that contribute to overall "satisfaction" such as courtesy, timeliness, communication, etc.*

Results 1. Overall 48% of complainants were "satisfied" with the process of the investigation. However, statistical analysis showed that complainants were unable to separate the influence of their views about the outcome of the investigation from their assessment of the investigation process. 91% of complainants, who agreed with the outcome of the investigation into their complaints, were "satisfied" with the process while 26% of those, who disagreed with the outcome of the investigation, were "satisfied" with the process.

Results 2. Overall 88% of authorities were "satisfied" with the process of the investigation. However, statistical analysis showed that authorities were unable to separate the influence of their views about the outcome of the investigation from their assessment of the investigation process. 94% of authorities, who agreed with the outcome of the investigation, were "satisfied" with the process, while 6% of authorities who disagreed with the outcome were "satisfied" with the process.

Results 3. 84% of complainants were satisfied with accessibility and 90% were satisfied with the access options. 93% of authorities were satisfied with accessibility and 95% were satisfied with the access options.

Objective 2

To refine our approach to the investigation and resolution of complaints.

Strategies

- Enhance our understanding of investigative techniques through research, discussion, practice, and sharing of information about investigations and approaches to them.
- Define and develop investigative approaches that identify the underlying factors that cause unfairness, in addition to a focus on the resolution of individual complaints.
- Promote improvement of skills through development of materials and provision of training.

Performance Measures & Targets

Measure	Value (Target)	Actual Performance
Training and development opportunities are provided	Yes	2003 YTD - $19,300 direct costs for course registration and training related travel costs. Associated Salary Costs - $21,000
Staff are encouraged to enhance their individual skills	Yes	2003 YTD – 22 staff have participated in 70.5 training days

Objective 3

To manage workload in the most efficient and fair manner possible, having regard for our statutory mandate and available resources.

Strategies

- Improve caseload management and related case review and develop workload standards.
- Discuss and develop policy on the exercise of discretion under section 13 of the ***Ombudsman Act*** when determining whether or not to investigate a complaint.
- Provide time management training.
- Develop policy regarding secondment opportunities and filling temporary vacancies.
- Continue enhancement of the Case Tracker System and other computer support systems.

Performance Measures & Targets

Measure	Value (Target)	Actual Performance	
		2002	2003 YTD
Average cost per complaint Investigated. ***Note 2***	Average inflation adjusted cost is steady or decreasing	$1,788 ***See Note 3.***	$1,856 (projected) ***See Note 4.***
Percentage of complaint files closed within 90 days of opening.	70%	80%	83%
Percentage of complaint files closed within 180 days of opening.	85%	89%	90%
Percentage of complaint files closed within 1 year of opening.	90%	95%	95%
Percentage of complaint files closed within 2 years of opening.	95%	98%	98%
Percentage of complaint files closed within 3 years of opening.	100%	99%	99%
Percentage of open complaint files more than 1 year old at the end of the specified calendar year.	2002 – less than 20% 2003 – less than 15% 2004 – less than 10%	23.5%	16%

Note 2*. In association with the performance measure reflecting the trend on the average cost per complaint investigated; an ancillary indicator will be calculated that will show the contingent cost associated with future investigation of backlogged complaint files.*

Note 3. A baseline year of 2000 has been chosen based on available data. The cost per investigation in 2000 was $1,861. In 2001 the cost was $1,687. All costs have been adjusted for inflation to year 2000 dollars. Complaints investigated include files closed by Investigators with investigation plus 30% of files closed without investigation, plus 10% of files closed by Intake Complaints Analysts.

Note 4. The contingent cost associated with potential future investigation of backlogged complaint files is estimated to be $386,000 based on an extrapolated number of complaint files (208) that will have been declined as a result of the budget related reduction in investigative capacity since January 1, 2003.

Objective 4

To promote high morale in the workplace through effective communication and adherence to our Guiding Principles.

Strategies

- Review our Employment Equity Plan.
- Encourage acknowledgement of each other's efforts.
- Provide more public, office or team recognition of employees' achievements.
- Consult with staff about the need for an internal staff grievance procedure.
- Clarify expectations about workload and performance standards.
- Encourage staff development opportunities within the Office.
- Offer variation in tasks, duties and/or responsibilities.
- Recognize existence of stress and provide support in dealing with its negative effects.
- Develop policy regarding secondment opportunities.

Performance Measures & Targets

Measure	Value (Target)	Actual Performance
Percentage of staff who rate themselves as satisfied with their job and work environment.	>95%	87% satisfied with job 56% satisfied with work environment
Staff lost time due to illness or injury.	At or below the average for the BC Public Service.	2003 YTD – 6.44 days/employee Public Service YTD average 6.85 days/employee

Objective 5

To broaden the public profile and improve external understanding of the role of the Ombudsman and administrative fairness through well-planned initiatives directed towards both the public and authorities.

Strategies

- Post all public reports on our website.
- Increase opportunities for citizens to meet with the Ombudsman in their local communities.
- Provide information about available remedies on our Internet website.
- Promote and support establishment of a team-focused strategy to meet with authorities, at all levels, to discuss with and inform them about the role of the Office of the Ombudsman and administrative fairness.
- Update and maintain multilingual brochures.
- Review the Office's communications strategy.

Performance Measures & Targets

Measure	Value (Target)	Actual Performance
Percentage of people randomly surveyed who are aware of the Office of the Ombudsman.	Increases with each survey	73% of public contacted had heard of the Office. 19% of public contacted were aware of what the Office does.

Vision

Fairness and Accountability in Public Administration In British Columbia

Performance Measures & Targets

Measure	Value (Target)	Actual Performance	
		2002	2003 YTD
Number of Investigations where the Authority refuses to accept the recommendations of the Office of the Ombudsman.	0	0	2
Number of complaint investigations that lead to a positive change in practice, policies, statutes, or regulations by authorities.	*	350	104

* *A target value cannot be set for this measure as the outcome varies with the type of complaints being investigated and it would be inconsistent with the need for unbiased investigations to set an arbitrary target. However, this measure is considered to be a useful indicator of the influence of the Ombudsman's recommendations on changes to the policies and practices of authorities.*

D. CONSISTENCY WITH GOVERNMENT PLAN

As an Independent Office of the Legislature it would not be appropriate to expect the service plan for the Office to be in direct alignment with the strategic priorities of the government. However, it can be seen from a comparison of the Government and Office of the Ombudsman Strategic Plans, that there is a strong correlation in terms of the desire to ensure that citizens are treated fairly and in an accountable manner in their dealings with public authorities.

Government	Office of the Ombudsman
Vision: British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future	**Vision:** Fairness and Accountability in Public Administration in British Columbia
Core Values: **Integrity**: to make decisions in a manner that is consistent, professional, fair and balanced **Fiscal Responsibility**: to implement affordable public policies **Accountability**: to enhance efficiency, effectiveness and credibility of government **Respect**: to treat all citizens equitably, compassionately and respectfully **Choice**: afford citizens the opportunity to exercise self-determination	**Values:** **Respect:** Treating everyone with courtesy, dignity and respect. **Leadership:** Promoting fairness, equity, clarity, innovation and consistency. **Equality:** Promoting equality, inclusion and access for all persons. **Continuous Learning:** Encouraging and valuing continuous learning. **Cooperation:** Using cooperation, empathy and goodwill in our work. **Teamwork:** Valuing the diversity of experience and talent of people who have a unity of purpose and commitment to success. **Integrity:** Being independent, impartial and honest. **Accountability:** Performing our duties in a timely, responsive and responsible manner, and measuring and reporting on our work

It has also been noted that the BC Liberal Party, in its New Era Document leading up to the last election, included as an element in its Vision, the following statement. "The most open and accountable and democratic government in Canada."

E. RESOURCE SUMMARY

This section of the Submission shows the proposed budget for the Office of the Ombudsman at a summary level.

The budget reflects the implementation of the direction first provided on December 19, 2001 and sustained on December 13, 2002 by the Select Standing Committee on Finance and Government Services (the "Committee"). These decisions required the Office of the Ombudsman to reduce its baseline operating budget (Fiscal 2001/02) of $4,766,000 by 5% in Fiscal 2002/03 and 10% in Fiscal 2003/04. A further reduction of 20% in Fiscal 2004/05 is required, followed by no change in Fiscal 2005/06. The Committee recommended that the Office receive a capital budget of $59,000 in 2002/03; $62,000 in 2002/04; and $65,000 in 2004/05.

This budget proposal deals with fiscal years 2005-07 and is consistent with the decisions previously made with respect to fiscal years 05 and 06. For fiscal year 2006/07 the Committee is requested to approve an increase of 8.5% in the operating budget with level funding for the Capital Budget.

The impact of these funding levels is described more fully below.

A detailed description of the budget by STOB is included at Appendix B.

Resource Summary

Core Business Area	2003/04 Restated Estimates	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenses ($000)				
Office of the Ombudsman	$ 4,050	$ 3,098	$ 3,098	$ 3,363
TOTAL	$ 4,050	$ 3,098	$ 3,098	$ 3,363
Full-time Equivalents (FTE'S)				
Office of the Ombudsman	38	31	31	33
TOTAL	38	31	31	33
Capital Expenditures (Consolidated Revenue Fund) ($000)				
Office of the Ombudsman	$ 62	$ 65	$ 65	$ 65
TOTAL	$ 62	$ 65	$ 65	$ 65

Key Features and Service Consequences

- Expenditures reductions of 35% over three fiscal years (2003-05) followed by a 0% increase in Fiscal 2005/06 and an 8.5% increase in fiscal 2006-07.
- Reduction from 50 FTEs in 2002 to 31 FTEs in 2004.
- Elimination of Deputy Ombudsman, General Counsel, Associate Counsel, Manager of Systems, and staff throughout the organization, including 11 investigative officers.
- Implementation of Shared Offices and Shared Services between the Office of the Ombudsman, the Office of the Information and Protection of Privacy Commissioner, and the Office of the Police Complaint Commissioner in the areas of Financial, Payroll and Systems support during 2003.
- Closure of the Vancouver office to the public during fiscal 2003/04 with consolidation of most staff to the Victoria office.
- A small office, shared with the Office of the Police Complaint Commissioner, will be maintained in Vancouver as a mail drop and for drop in day use by remaining Lower Mainland Investigative staff. Six staff for the Investigative and Intake functions will remain in the Lower Mainland supported on a telecommuting basis.
- No "Walk-In" Intake capability will be provided in the Lower Mainland. A mobile Intake for the Lower Mainland will be established.
- On January 1, 2003 using the discretion provided in the ***Ombudsman Act***, the Ombudsman declined to investigate any new complaints against Local Government Authorities and Professional Associations.
- Commencing January 1, 2004 and using the discretion provided in the ***Ombudsman Act***, a holding queue will be created for new complaints about Schools and School Boards, Hospitals and Health Authorities, Colleges and Universities. If and when capacity exists to investigate some of these complaints, the files will be assigned to Investigators.
- Every effort will be made to continue to investigate Workers Compensation Board (WCB) complaints. If investigative capacity is insufficient WCB complaints will also be placed in the holding queue.
- The number of Investigative teams was reduced from 5 to 2 in 2003/04 to reflect the reduction in the number of Investigators and the scope of authorities to be investigated.
- The objective continues to be to maintain high quality investigations of those complaints that are investigated but at the same time to maintain an acceptable balance in the workload to staff ratio.

F. SUMMARY OF RELATED PLANNING PROCESSES

Information Resource Management Plan

The Office of the Ombudsman maintains its own internal Information Systems capability for security and confidentiality reasons as required under the ***Ombudsman Act***. The hardware and software utilized is consistent with current government standards and is acquired using government purchasing Master Standing Offers if possible.

No significant software development initiatives or hardware purchases are contemplated. Hardware and software is replaced on a routine 3 year cycle with approximately 1/3 of the equipment being replaced each year in order to maintain reliability and performance requirements.

The Office of the Ombudsman Systems staff now provides systems support to the Office of the Information and Privacy Commissioner and the Office of the Police Complaint Commissioner. This support is being provided under a shared services agreement.

Human Resource Management Plan

The Office of the Ombudsman has not developed a separate Human Resource Management Plan. Rather the objectives, strategies, performance measures and targets related to Human Resource Management are integrated with the overall Strategic Plan for the Office. This is because Human Resource Management is not Goal or Core Business Area that stands on its own but it is a crucial component in any strategic plan for an organization. Of course, the over-riding human resource management issue is the downsizing that has been necessary by the budget targets that have been given to the office. The reduction from 50 FTEs to 31 FTEs over three years with the closure of one office, the restructuring of teams, and the introduction of shared services has placed significant pressures on the Office.

The magnitude of the changes that will be completed in the organizational structure of the Office can be seen in the organization charts in Appendix C that reflect the Office before the reductions started and how the Office will be as of April 1, 2004.

APPENDICES

Appendix A – Schedule of Authorities

1 Ministries of the government.

2 A person, corporation, commission, board, bureau or authority who is or the majority of the members of which are, or the majority of the members of the board of management or board of directors of which are,

(a) appointed by an Act, minister, the Lieutenant Governor in Council,
(b) in the discharge of their duties, public officers or servants of the government, or
(c) responsible to the government.

3 A corporation the ownership of which or a majority of the shares of which is vested in the government.

4 Municipalities.

5 Regional districts.

6 The Islands Trust established under the *Islands Trust Act*.

7 Improvement districts as defined in the *Municipal Act*.

8 The Capital Improvement District under the *Capital Commission Act*.

9 Boards, committees, commissions or similar bodies established under the *Municipal Act* or *Vancouver Charter;*

10 The Resort Municipality of Whistler and the Whistler Resort Association.

11 A local trust committee, the Trust Council, the Trust Fund Board and the executive committee and persons to whom their powers are delegated under the *Islands Trust Act*.

12 Library boards defined in the *Library Act*.

13 Regional parks boards established under the *Parks (Regional) Act* and the Cultus Lake Park Board.

14 A greater board as defined in section 872 of the *Municipal Act*.

15 Development districts, water users' communities, comptroller and regional water manager under the *Water Act*.

16 The commissioners of a district defined in section 58 of the *Drainage, Ditch and Dike Act* and an engineer, commissioner, inspector of dikes or land settlement board acting under that Act.

17 The British Columbia Diking Authority and a diking authority under the *Dike Maintenance Act*.

18 The Okanagan Kootenay Sterile Insect Release Board.

19 Regional transit commissions established under the *British Columbia Transit Act*.

20 A corporation

(a) more than 50% of the issued voting shares of which are owned by one or more of the authorities listed in section 4 to 19 or this section, or

(b) that is controlled by one or more of the authorities listed in section 4 to 19 and, for the purpose of ascertaining control, a corporation is controlled by one or more of these authorities if a majority of the members of the corporation or of its board of directors or board of management consists of either or both of the following:

(i) persons appointed as members by the authorities;

(ii) officers or employees of an authority acting as such.

21 Schools and boards as defined in the *School Act*.

21.1 Francophone education authorities as defined in the School Act and francophone schools operated by francophone education authorities.

22 Universities as defined in the *University Act*.

23 The University of Northern British Columbia.

24 Royal Roads University.

25 Institutions as defined in the *College and Institute Act*.

26 Hospitals and boards of management of hospitals as defined in the *Hospital Act*.

27 Governing bodies of professional and occupations associations that are established or continued by an Act.

28 Regional Health Boards and Community Health Councils established under the *Health Authorities Act*.

29 Regional Hospital Districts under the *Hospital District Act*.

30 Technical University of British Columbia.

31 The Greater Vancouver Transportation Authority established under the Greater Vancouver Transportation Authority Act.

Appendix B – Budget Details

This Appendix contains detailed budget analysis by Function and STOB.

Table 1. Budget Summary & FTE Distribution

DESCRIPTION	2001/02	2002/03	2003/04 Restated Estimates		2004/05 Estimates		2005/06 Plan		2006/07 Plan	
				Difference over 2003	Requirements	Difference over 2004	Requirements	Difference over 2005	Requirements	Difference over 2006
FTE's (Actual)	50	45	38	-7	31	-7	31	$0	33	2
Salaries & Benefits	$3,742,000	$3,511,000	$3,157,000	-$354,000	$2,602,000	-$555,000	$2,602,000	$0	$2,812,000	$210,000
Operating Costs	$1,024,000	$1,039,000	$894,000	-$145,000	$566,000	-$328,000	$566,000	$0	$621,000	$55,000
Recoveries	-$1,000	-$1,000	-$1,000	$0	-$70,000	-$69,000	-$70,000	$0	-$70,000	0
Total Expenses	$4,765,000	$4,549,000	$4,050,000	-$499,000	$3,098,000	-$952,000	$3,098,000	$0	$3,363,000	$265,000
Capital Expenses	$59,000	$59,000	$62,000	$3,000	$65,000	$3,000	$65,000	$0	$65,000	0

Distribution of FTE's by functional area

Function	2001/02		2002/03		2003/04		2004/05		2005/06		2006/07	
	FTEs	%	FTEs	%	FTEs	%	FTEs	%	FTEs	%	FTEs	%
Administration	8.8	17.71	8	18.1	6.5	17.1	6	19.4	6	19.4	6	18.2
Intake	7.5	15.09	6.4	14.4	5.6	14.7	5.6	18.1	5.6	18.1	5.6	17
Investigations	25.8	51.91	24.3	54.9	20.3	53.5	14.6	47.1	14.6	47.1	16.6	50.3
Systems	3.8	7.65	2.8	6.3	2.8	7.4	2.8	9	2.8	9	2.8	8.5
Legal	1.3	2.62	1.3	2.9	1.3	3.4	0	0	0	0	0	0
Library							1	3.2	1	3.2	1	3
Management	2.5	5.03	1.5	3.4	1.5	3.9	1	3.2	1	3.2	1	3
Total	49.7	100	44.3	100	38	100	31	100	31	100	33	100

Table 2. Budget Detail by STOB

STOB	DESCRIPTION	2001/02	2002/03	2003/04 Restated Estimates		2004/05 Estimates		2005/06 Plan		2006/07 Plan	
					Difference over 2003	Requirements	Difference over 2004	Requirements	Difference over 2005 Target	Requirements	Difference over 2006 Target
50	SALARY	$ 2,927,000	$ 2,682,000	$ 2,388,000	$(294,000)	$1,935,000	$(453,000)	$1,935,000	$0	$2,096,000	$ 161,000
51	SUPPLEMENTARY SALARY	$ 20,000	$ 20,000	$ 15,000	$(5,000)	$15,000		$15,000	$0	$15,000	$ -
52	EMPLOYEE BENEFITS	$ 641,000	$ 644,000	$ 582,000	$(62,000)	$477,000	$(105,000)	$477,000	$0	$516,000	$ 39,000
54	OFFICER OF LEG SALARY	$ 154,000	$ 165,000	$ 172,000	$7,000	$175,000	$3,000	$175,000	$0	$185,000	$ 10,000
57	TRAVEL	$ 71,000	$ 60,000	$ 50,000	$(10,000)	$30,000	$(20,000)	$30,000	$0	$35,000	$ 5,000
59	CENTRAL MGMT SERVICES					$60,000	$60,000	$60,000	$0	$65,000	$5,000
60	PROFESSIONAL SERVICES	$ 55,000	$ 55,000	$ 55,000		$55,000		$55,000	$0	$65,000	$ 10,000
63	INFORMATION SYSTEMS - OPERATING	$ 207,000	$ 229,000	$ 172,000	$(57,000)	$30,000	$(142,000)	$30,000	$0	$35,000	$ 5,000
65	OFFICE & BUSINESS EXPENSES	$ 108,000	$ 108,000	$ 100,000	$(8,000)	$70,000	$(30,000)	$70,000	$0	$75,000	$ 5,000
67	ADVERTISING & PUBLICATIONS	$ 10,000	$ 0	$ 10,000	$10,000	$10,000		$10,000	$0	$15,000	$5,000
68	STATUTORY ADVERTISING & PUBLICATIONS	$ 8,000	$ 18,000	$ 8,000	$(10,000)	$8,000		$8,000	$0	$10,000	$ 2,000
69	UTILITIES, MATERIALS, SUPP	$ 25,000	$ 25,000	$ 20,000	$(5,000)	$15,000	$(5,000)	$15,000	$0	$17,000	$ 2,000
70	OPERATING EQPT & VEHICLES	$ 7,000	$ 7,000	$ 7,000		$7,000		$7,000	$0	$7,000	$ 0
73	AMORTIZATION	$ 56,000	$ 55,000	$ 55,000		$55,000		$55,000	$0	$57,000	$ 2,000
75	BUILDING OCCUPANCY	$ 477,000	$ 482,000	$ 417,000	$(65,000)	$226,000	$(191,000)	$226,000	$0	$240,000	$ 14,000
89	RECOVERIES	$ (1,000)	$ (1,000)	$ (1,000)		$(70,000)	$69,000	$(70,000)	$0	$(70,000)	$ 0
TOTAL		$ 4,765,000	$ 4,549,000	$ 4,050,000	$(499,000)	$3,098,000	$(952,000)	$3,098,000	$0	$3,363,000	$ 265,000
	CAPITAL BUDGET										
Capital	Information Systems & Furn&Equip	$59,000	$59,000	$ 62,000	$3,000	$65,000	$0	$65,000	$0	$65,000	$0

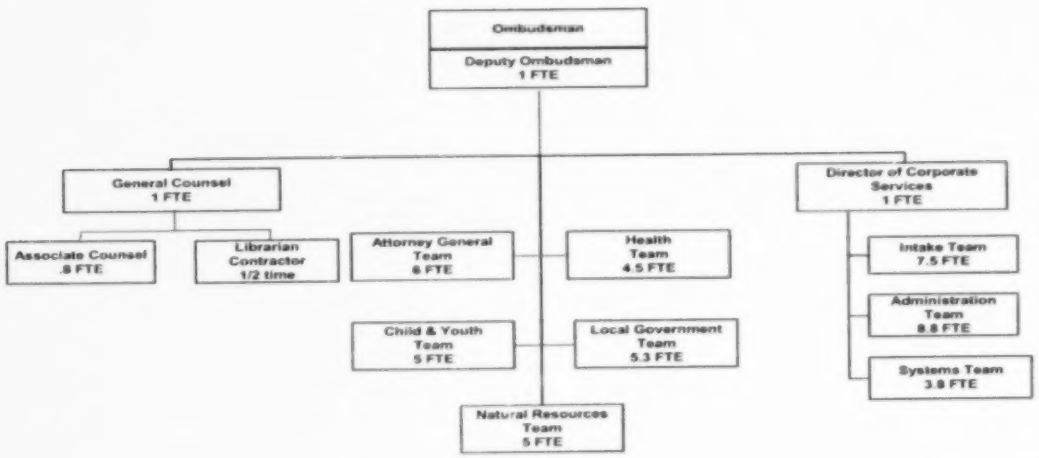
The base budget in Fiscal 2002 was $4,765,000

Target for 2005 is 65% of 2002 budget and target for 2006 is 100% of 2005 budget as instructed in last year's budget review.

For 2007 an increase of 8.5% over 2006 is requested.

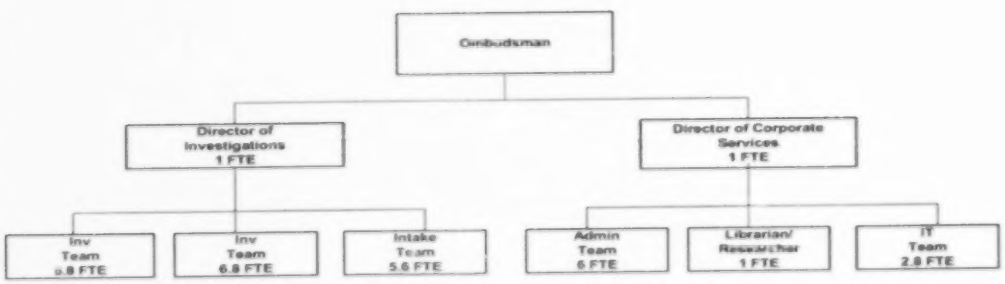
Appendix C – Organization Charts

Organization of the Office in April 2001



49.7 FTEs

Organization of the Office as of April 1, 2004



31 FTEs